

Approved For Release 2000/06/06 : CIA-RDP78-06215A000100010009-8

26 Sept

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ADMINISTRATIVE - INTERNAL USE ONLY  
EYES ONLY

4 October 1973

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT : Minutes of Meeting, 26 September 1973

1. The Curriculum Committee met in the DTR's Conference Room at 0930 hours; all members were present except [REDACTED]

STATINTL

2. The DTR opened the first meeting of the newly-structured Curriculum Committee by outlining his objective:

The development of a new curriculum for the training of analysts and DDO officers.

It is the DTR's thought that the case officers of the future will work on intentions (strategic, political, economic, and personal) and decision making.

The analyst of the future will be someone who can predict what "they" are going to do next; can predict what the Russians would do as a result; and who could predict what the Chinese would do. The analyst of the future may no longer concentrate on the current intelligence and the day-to-day developments in a particular country; the analyst of the future will produce serious, in-depth analyses of the true direction in which a country is moving.

3. Continuing, the DTR indicated we must live with a CIA with a smaller population. We will have to do the job that we are doing, and at the same time develop a streamlined and meaningful curriculum, and be constantly thinking of training for tomorrow--perhaps with the strengthening of our instructor corps by hiring an educational technologist, a first-class economist, an ecologist, a MBA, an analyst, a demographer, and an expert in devising case studies. We can no longer spend our valuable assets of time and money as we have in the past. Perhaps we need to consider changes in Career Trainee selection and accept applicants who already have some of the information/know-how that we think should be taught, e.g., someone who has lived abroad, someone who already has a marketable language skill.

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Component Training

If we are to be a universal OTR, we must know all of the training that goes on in this Agency; how much of it is truly necessary; how much of it relieves OTR of burdens it might be carrying. The study of Component Training could be one of the objectives of this Curriculum Committee.

New Thoughts About Old Training

The DTR said that he had asked [REDACTED] to consider the possibility of a new look at communism in the world and to devise a plan for teaching communism which would be meaningful in this day of detente. He also indicated that Hugh Cunningham was writing a paper on the training of the analyst. STATINTL

Action

With the hope of taking advantage of all available information on the current thrust of the new philosophy of the Agency, the Committee decided to collect all papers which might contain comments on the Agency's new directions, and possibly establish a Task Force to analyze this collection after a preliminary examination by the Curriculum Committee.

5. The meeting ended after an organizational discussion on frequency of meetings (every other week on Thursday afternoon) and alternates (to be determined by next meeting). In addition, the Curriculum Committee may meet at the [REDACTED] the first week in November.

STATINTL

[REDACTED] STATINTL

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5 October 1973

MEMORANDUM FOR: Chairman, Curriculum Committee

SUBJECT : Planning for the Executive Conference

1. This memorandum solicits the assistance of the Curriculum Committee in providing guidance to the Management Faculty of the Functional Training Division in the development and presentation of an Executive Conference (Leadership Conference). We are "on the books" for a 2 - 3 day Executive Conference the first week of December 1973.

2. At this time, it is critical that we have the answer to three basic questions:

- a. Is the requirement still valid?
- b. Who are the potential participants?
- c. What should be the objectives of the Conference?

3. There are several options open to us at this time:

- a. A conference conducted by OTR;
- b. A conference conducted by an external consultant;
- c. A mix of (a) and (b).

4. While attempting to "think through" the kind of training program that would be appropriate for "the most senior officers," we can review the programs which have been offered our senior people in the past.

a. The Management Faculty conducted the first Leadership Conference last December for OTR officers. I believe the majority of the Curriculum Committee attended. I understand it was not a complete success; however, neither was it a failure. Some of the problems which faced the Management Faculty in 1972 in preparing for the Conference face us today -- that is uncertainty as to content, clientele, etc. The thrust for such a Conference seems to have been initiated by the DCI when he was the Executive Director. His concern seemed to be that some of his senior officers were in need of exposure to managerial concepts and managerial tools. He also repeatedly referred to this kind of training as "leadership" training.

b. In the 1960's, OTR presented [REDACTED] -- all outstanding men in their fields. These experts seemed to have been well received by our senior officers. A summary of the content of their programs is attached.

STATINTL  
STATINTL

STATINTL

5. The Management Faculty believes that the content of a Senior Conference should include elements of Behavioral Science, Management Science and Management by Objectives. The amount of coverage of each element would again depend upon the clientele. If we have the option to prepare better for this Conference, we might consider organizing a task force to do for the senior officers what the Management Task Force did for Middle Management Training (Advanced Management Program). We might also seek Board of Visitors guidance on this subject.

6. If we are to present a December conference, we will need immediate guidance from the Curriculum Committee.

STATINTL

[REDACTED]

STATINTL

(1960-61)

[REDACTED] - Case Method

STATINTL

[REDACTED] sought to bring home to the Manager his responsibility for effective leadership, communication, direction and motivation and, perhaps most important, to get across unequivocally the notion that a manager is, above all, a trainer of the people for whom he is responsible.

(1961-62)

STATINTL

[REDACTED]  
Variety of teaching methods to achieve four goals:

- a) To make the students understand that they are managers,
- b) To demonstrate certain attitudes that appear to be typical of good managers,
- c) To make it clear that management cannot always proceed by rigid rules, and
- d) To help the students to think and talk openly about management problems

(1967-1971)

STATINTL

[REDACTED]  
Senior Management Planning Course - major objective was to develop positive attitude toward planning in general (through study of planning styles and the decision-making process), and to provide an orientation to the Agency's PPB System.

DTR-9077

1 October 1973

MEMORANDUM FOR: Chief, Functional Training Division

SUBJECT : Counseling Course for DDO

25X1A

REFERENCE : Memo from [REDACTED] to DTR, dated 25 Sept. 73

25X1A

1. [REDACTED] and I met with [REDACTED] on 6 September. A copy of the notes which he brought to the meeting are attached. They spell out in some detail the requirements for the proposed program.

25X1A

2. After the meeting I discussed the requirement with [REDACTED]. We agreed that the "experts" in this field would have to be utilized. I have also spoken with [REDACTED] about the requirement and he is anxious to do whatever he can to assist the DDO in this matter.

25X1A

25X1A

3. I would propose that the Curriculum Committee discuss this requirement as soon as possible in terms of how it should be handled. There are several options:

- a. An external course - possibly one already in existence.
- b. An internal course - put together by the experts - OP, PSS, with OTR advising.
- c. An internal course, with input from the outside.

I would suggest that b. has the right ingredients and would be "on target" in terms of the specific needs of the DDO. In the interest of time, an OTR officer should be given the coordinating job immediately. This is an important program and does have high-level DDO interest.

25X1A

[REDACTED]  
AC/FTD/M&A

Ex 2 IMPDET CL BY 009733

CONFIDENTIAL

5 September 1973

NOTES: For meeting with OTR, 6 September 1973, 1500 hours, C of C Bldg.

Subject: Requirements for Career Counseling Course.

1. A course in career counseling for managers dealing primarily with professional level employees. The course should focus on specific problems and techniques of counseling. The method to be taught should be cooperative counseling (also called combination) as opposed to directive and non-directive counseling. Essentially, it should be a problem solving approach with stress on the role and techniques of the counselor in guiding the counselee toward a desirable solution.
2. Ideally, the course might include appropriate elements of transactional analysis to train the counselor in identifying and coping with certain types of behavior both in the counselee and in himself (attitude, reaction, etc.). Other techniques should include handling of hostile attitudes (ventilation, diversion and the like), forms of questions (leading, open end, etc.), isolation of problem, career analysis, practical steps in career enhancement through training, types of assignments, etc.
3. The course should be designed for senior officers on a busy schedule. First class would include most of the staff of DDO/CMG, who have just assumed career counseling responsibilities. The Career Management Officers will have counseling, evaluation and assignment responsibilities for professional DDO officers in grades GS-08 through GS-16. Component counselors from DDO may also be included in the first class. Subsequent runnings will include component managers with career guidance responsibilities and supervisors from other Directorates. Portions of this course might form useful modules for the mid-career course or other management courses.



2.

4. This course should be held at Headquarters Building. Sessions should be of approximately 2 hour duration, three times per week, if possible from 1300 to 1500 hours. Overall length of the course should be three to four weeks for a total of 18 to 24 classroom hours. Outside reading could be relatively extensive. The course is desired as soon as possible, October or November 1973.

5. In-house teachers would be preferable so real situations could be discussed freely and used as examples. OMS/PSS has personnel trained in teaching transactional analysis who may be able to synthesize material for this aspect of the course. The Office of the Director of Personnel has both trained and experienced counselors who may be able to contribute to the course. ( It is our understanding that they have a young man who recently graduated from college with a degree in counseling. ) On behalf of the Career Management Group, I would be pleased to assist, if desired, in reviewing proposed course material for applicability and interest and in the preparation and selection of problems for discussion and role playing.

25X1A

Extension : 7327  
3043 Hqs Bldg

☐ UNCLASSIFIED☐ INTERNAL  
USE ONLY☐ CONFIDENTIAL☐ SECRET

## ROUTING AND RECORD SHEET

OP-83/74

SUBJECT: (Optional)

0054-73

FROM:

Chief, Career Management Group  
3 C 43, Hqs. *Sum*

EXTENSION

7327

NO.

DTR-9043

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment)

1. Director of Training  
1026 C of C Bldg.

4/27

4/27

K.D.

2.

SA/C  
Sib C of C

4/27

K.D.

3.

4.

C/FTD

10/1

2/76

5.

6.



205 C/C

7.

8.

9.

10.

11.

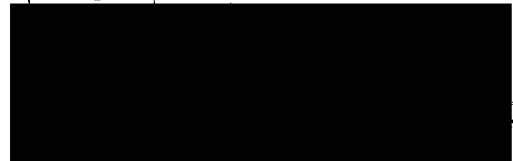
12.

13.

14.

15.

ILLEGIB



206!  
For your convenience  
our conversion  
of this date.  
2/26

25X1A

CONFIDENTIAL

0054-73  
DTR-9043

25 SEP  
1973

MEMORANDUM FOR: Director of Training

SUBJECT : Request for Career Counseling Course

We would appreciate it if OTR could organize an in-house part-time course in career counseling. [REDACTED] has held an exploratory discussion with [REDACTED] of your staff in which our requirements were spelled out in some detail. We have an urgent need for the course for members of the newly expanded Career Management Group and would enroll at least eight officers in the first running. An additional six officers from DDO area divisions and staffs will also enroll in the initial course.

25X1A

25X1A

25X1A

25X1A

[REDACTED]  
Chief, Career Management Group

CONFIDENTIAL

IMPDET CL BY 0566

Minutes of OTR Curriculum Committee  
26 September 1973, DTR Conference Room, 9:30-11:30

~~MEMBERS~~  
XXXX

MEMBERS PRESENT:

The Director of Training opened the first meeting ~~in this~~ of this newly structured body by stating his objectives:

1. OTR internal (things that we should do anyway)
2. Those things that we will be reporting to Mr. Brownman on. I will call meetings on a regular basis to discuss objectives, to sort out objectives under the new structure. If there are problems with the format, let's make recommendations for changing it.

The most important objective of this office:

a. let's not try to hide the fact that we are continually having to get the size of OTR lower. OTR's present strength is near ~~████~~ (professional 25X9 and clerical), not including CTs or contracts. We will be at ~~████~~ at the 25X9 end of FY 74. Would hope to hire as many as 10 people this year. Would like to an MBA hired, and an educational technologist, a first class economist, ~~agricultur~~ ecologist, and a analyst, and a demographer...somebody that is an expert on ~~agricultur~~ devising case studies (perhap someone who is even in the Agency now). In 75, 76, and 77, expect OTR cut of 5% per year. So we should like to hire 2-3 new professionals each year. Doesn't know what this means to people on board, would hope cost of living increase will encourage people to

✓ morning that cuss may result in something more serious than I am talking about. So this means that we will obviously have to have a streamlined and meaningful curriculum. We will have to talk with the DDO about their real needs, and we must develop a new curriculum for training of analysts and a new curriculum for the training of DDO officers.

Reference training of DDO officers, he referred to the [REDACTED] meeting 25X1A with Nelson. Nelson wants to talk about making the DDFO more effective. DTR convinced that training of a case officer is outdated. thinks Mr. Nelson may not agree, but at any rate he's not concerned with quality of the basic tradecraft we are teaching. It's acceptable, but next phase of training of the case officer.

Directed each member to become generalists in these meetings so that we know about each others responsibilities.

Thinks that we will be hearing things about why an intelligence agency abroad in these times of peace. Why clandestine personnel abroad to collect anything? So, there could be a question of will there be a CIA five years from now. This is the darkest look, but should make us think of training the future case officers.

Will speak in broad generalities because the thing has not narrowed.

Think that the case officer of the future will be a guy working on

1. intentions ~~xxx~~:

strategic intentions first

political intentions next

economic intentions somewhere in there

and personal intentions(intentions of the elite, the ruling groups

in foreign countries)

✓ 2. Decision making

who makes the decisions; how will they come out; this involves deep

underlying knowledge of the countries in which ~~we serve~~ one serves....

the language, the history, etc....

and we will have to start teaching case officers how to do this and we will

have to come up with a curriculum which teaches this. Provided the Curriculum

Committee agrees. We must train our case officers for tomorrow. We can

no longer afford to train people at the [REDACTED] on as a costly a basis as 25X1A

we have. We will have to do more with half the staff we have at the [REDACTED] 25X1A

in the next few years. We must help them learn things by doing. Can no

longer train people on 1-1, 1-2, or 1-3 basis.

Training of analyst: has talked with Proctor; Proctor says we must

sell the supervisors. We know that. Must be useful to the supervisor if

25X1A [REDACTED] ~~It~~ thinkgs we are covered on tradecraft. This is because it is easy to do and simple to do from the standpoint of teaching it. The question is how much time you give to this. Part of this goes back to the initial selection of popel....if you bring aboard peoplewith backgrounds... living abroad, etc...we can reduce the time spent in things essential to teach.

(DTR felt C/CTP should hear this. DTR thought maybe we should think about bringing people aboard who are older...30+...newspaper men, professors, etc.)

25X1A [REDACTED] mentioned that some of the recent registrants in the basic ops course are internals who might not really be qualified.

25X1A [REDACTED] brought up the question of students for certifying the people who come out of these courses. Would like some mechanism for screening them to be sure that they are case officer material.

25X1A [REDACTED] in BOC those who run the training have no say in who attends. Ops training has rocked along for years.

DTR Ops training hasn't changed except for the new gear and there's nothing wrong with this. But case officer s should go away with some basic knowledge of what makes people tick and what makes him tick.

25X1A [REDACTED] The agency is task oriented. When we try to get beyond that to deal with less tangible things you run into a great deal of resistance

Art: Recommendt that we read Nelson's book message very carefully. To be sure that we are complying...straight thinking.

on the enrollment of appropriate officers: if we can establish standards, there are all kinds of techniques we can use to select people out: psychological testing, OFC, etc.

We must think how much does a beginning case officer eally need ~~xxxxxx~~ with regard to knowledge of ~~enternalnal~~ economics , decision making in foreign organizations. We must look at these areas ~~xxx~~ fairly closely.

25X1A

~~████████~~ Moving the SB Ops and China Ops was mistake because OTR instructors did not teach anything. On economic collection, we tried to crank something in the BOC. Asked for a glossary of economic terms, but that doesn't exist, where do you start, have an OER guy come in and talk about it?

Art: How many people really understand the President's problem with the \$1?

25X1A

~~████████~~ perhaps OER is playing as the protective guardian of this information to which ~~know~~ no one else can contribute.

25X1A

~~████████~~ Art may be wight in the divesting of the two courses. As symbols which put us in some sort of an anomalous positin. It may have a positive value as well because it will help us recognize that if we are to be alive to the changes in the agency we must devise a staff formula that is a lot more flexible than we now have. But ~~intake~~ is the rate of intake of new blood the

way we develop them once they are here; perhaps keeping available a



development complement ~~fixes~~ to tap resources on the development  
instruction and then go back as the need fades, e.g., fading of terrorism  
and narcotics training.

25X1A

[REDACTED] If we are to be a universal OTR, we must take a close

25X1A

look at component training, [REDACTED] to

determine if we think it's appropos that course be conducted.

DTR Right, there is an objective for us to find out in an analysis

of what goes on in all training in this Agency. How much of it is truly

necessar...otherwise and how much of it will relieve OTR of the burdens

it should be carrying.

25X1A

On communism, I have asked [REDACTED] to consider the

possibility of a new look at communism in the world and to devise a plan

that would be meaningful in the day of detente ...what OTR should teach about

communism rather than teaching the same old stuff we have been talking

about. Jack is thinking this over...if Jack can't do it, we'll have to ~~in~~

find someone who can do it.

DTR: To be practical now, where do we begin...let's devote enough time as a group

to flesh out a plan of action. what is ~~the~~ it that we can't. what do we want

to bring into OTR in the way of a new curriculum for Operations training

and the training of analysts. what do we have to do regarding each of the parts

thereof; what experts and resources do we have to put aside to develop these

their views on what is wrong ...what we're not projecting properly, what do we do from here?

25X1A

Must grind into this a specified attitude that the Agency is going to take toward requests from outside the organization for training. These waste our time in manpower and this is a constant request. We have this one community concept to deal with also. ~~xzWxxx..yxxxx~~ Who will we do more for less for?

DTR: First, let's try to do more for ~~xxxx~~ ourselves.

25X1A

DDO recognizes the direction in which this is going. DDO/TRO wants to be the central reference point in the DDO to which all these requests for training are referred so that the individual groups don't go off on their own to offer courses.

25X1A

Stressed agreement. Get a handle on what other training goes on in the Agency. How can we do this...OC, OER, NPIC, OJCS.... its' fantastic...what's the next step. Returning COS do not complain about the product that they are getting in a case officer the first field tour. This makes me think that maybe these COS' don't recognize deficiencies when they are there.

DTR: Kissinger has not been happy with what he's been getting from us.

We probably gave him enough information, but what it wasn't the stuff

Kissinger wants:

what are the ~~russians~~ russians going to do as a result?

what would the chinese do...

Now Kissinger will be sitting with Ray Cline and company. If we gets

their input there maybe a question two years from now like

what keep do you get from the CIA?"...he's very apt to say ~~well~~ well

knowthing that is very useful except for that reconnaissance stuff. But all

this collecting ~~that~~ they do just doesn't add anything that I find very

useful. We have a few years' lead time in order to collect something that

is useful. ...who are the key people in Franch who make the decision...

crecruiting of comers....trace histories and see what trail others have

followed. If we can get ourselves on the road, we may have a

couple of years to get into place.

25X1A

take a lood at ~~analysis~~ analysis of DR K's remarks...see 25X1A

what belongs to covertcollection and what belongs to the State Dept.

Art: Perhaps we should raise the sights of the operational

collection to strategic matters and refocus it. This focus is different

✓ in different parts of the world. Combined analyst/collector effort in

seminars, etc, instead of e.g. running a yearly Latin American seminar.

DTR: DO will have a tremendous chore and they will have to

keep doing things as they have been doing. Now they are feeling that

there is no part reason for competing with the New York Times.

25X1A

persons in the country about anything that goes on in that country. Put us right at the top of the list.

DTR: Agency is being told that our current intelligence stuff is no good.

They want serious in depty analyses of the true direction in which a country is moving, not the day to day development.

25X1A [REDACTED] Nobody here to do the training.

DTR: We should hold a series of seminars in the critical world blocs---

Latin America (there are basic similaries country to country)..~~xxxxxxxf~~

from these seminars we could extract the beginnings of a curriculum. We might then be able to bring someone in to supplement.

25X1A [REDACTED] put all CTs in Ops training and all in analyst training.

they would get to know each other and maybe start talking to each other.

25X1A [REDACTED] Would like to take advantage of the information that is being derived fr

all the thoughts that is going around in this agency...what sources do we have

✓ for confirming the views that we have talkded about...maybe we should focus

our effort here in this effort before we start on case studies.

25X1A [REDACTED] Need a basic statement of trends, etc. and then get it validated,

to be sure that it contains the views of Agency management. Or we can jump

ah4ad and rather than deal with the whole, deal with the parts.

25X1A [REDACTED] Asked if we could stop one runing of the BOC to give us a chance to

start something new in six months...

25X1A

Start a group which would really address itself to the question of where the Agency is going and get these things down and find the basic philosophy to which we should all ascribe.

25X1A

Can we collect the stuff lying around, Nelson's aable, statements made for the DDS in our courses, take this all and sift it and see what the implications for training are....if it is compatible with what we can see ahead.

25X1A

Emphasized the need for a DDO task force on this, also to keep then on with us...~~xxx~~ to be innovative here, we must have to almost be divorced from our other duties, but let's do things in OTR first -- as Don says.

25X1A

Followed the notion of pulling together of the enunciations in the 1st months of our people....

DTR: Perhaps a task force and then the analysis of it will be the problems...

*Sam*  
Cunning is making analysis on the training of the analyst...he has a bag of papers, these two efforts should be combined.

25X1A

Let's focus on the people who are going in....

DTR: Alan to pick up the papers that are around...make notes on the subject and get things together in one place..we are going to try to name a task of OTR officer after a preliminary examination.


Organizational:

21 September 1973

MEMORANDUM FOR: Members of the Curriculum Committee

REFERENCE : OTR Notice No. 12-74

There will be a meeting of the Curriculum Committee at 9:30 A.M., 26 September, in the DTR Conference Room. The DTR will chair this session and will discuss the requirements he wishes the committee to be concerned with.

  
Chairman  
Curriculum Committee

STATINTL